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**MODERATING EFFECT OF ACCESS TO FINANCE ON
ENTREPRENEURIAL ORIENTATION, MARKET
ORIENTATION, LEARNING ORIENTATION, AND
SMEs PERFORMANCE IN THAILAND**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
JUNE 2020**

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LEARNING ORIENTATION, AND SMEs PERFORMANCE IN THAILAND**



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ABSTRACT

The purpose of the study was to examine the moderating effect of access to finance on the relationship between entrepreneurial orientation (EO), market orientation (MO), learning orientation (LO), and SMEs performance in the gem and jewellery industry in Thailand. A quantitative method was adopted in which data were collected from 116 SMEs operating in the gem and jewellery business in Thailand using a cross-sectional design. The study adopted a systematic sampling technique, and questionnaires were distributed and collected through a personally-administered method. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to test the hypotheses. The results supported the two direct hypotheses. Market orientation (MO) and learning orientation (LO) were found to have a significant and positive relationship with SMEs performance. However, there was no evidence to support the significant relationship between entrepreneurial orientation (EO) and SMEs performance, as well as the moderating effect of access to finance on the paths between EO, MO, LO, and SMEs performance. These results imply that the SMEs' owner-managers should focus on MO and LO as the crucial organisational strategic resources to enhance firm performance. The study also provides important insights for researchers and educators to further understand the effect of these strategic orientations on Thailand's SMEs performance. Particularly, policymakers and the government should encourage SMEs to have access to external financial resources by reducing the obstacles. This study also contributes to the current literature as it extends the resource-based theory as well as the pecking order theory by integrating two distinct literature streams on EO, MO, LO, and access to finance. Lastly, the study concludes with some limitations that open up avenues for future research.

Keywords: SMEs performance, entrepreneurial orientation, market orientation, learning orientation, access to finance

ABSTRAK

Kajian ini bertujuan menyelidik kesan penyederhanaan capaian kewangan ke atas hubungan antara orientasi keusahawanan (EO), orientasi pasaran (MO), orientasi pembelajaran (LO) dan prestasi PKS dalam industri permata dan barang kemas di Thailand. Kaedah kuantitatif telah digunakan dengan data dikumpulkan daripada 116 PKS yang beroperasi dalam industri permata dan barang kemas di Thailand menggunakan reka bentuk keratan rentas. Kajian ini menggunakan teknik persampelan sistematik, dan soal selidik telah diedarkan dan dikumpulkan melalui kaedah tadbir sendiri. Model persamaan berstruktur kuasa dua terkecil separa (PLS-SEM) telah digunakan untuk menguji hipotesis. Hasil kajian menyokong kedua-dua hipotesis secara langsung. Orientasi pasaran (MO) dan orientasi pembelajaran (LO) didapati mempunyai hubungan yang signifikan dan positif dengan prestasi PKS. Namun, tidak terdapat sebarang bukti untuk menyokong hubungan signifikan antara orientasi keusahawanan (EO) dan prestasi PKS, serta kesan penyederhanaan capaian kewangan ke atas laluan antara EO, MO, LO dan prestasi PKS. Hasil kajian menunjukkan pengurus-pemilik PKS perlu memberi tumpuan kepada MO dan LO sebagai sumber strategik organisasi yang penting untuk meningkatkan prestasi syarikat. Kajian ini juga memberi pandangan yang penting kepada pengkaji dan pendidik untuk lebih memahami kesan orientasi strategik ini ke atas prestasi PKS Thailand. Secara khususnya, penggubal dasar dan kerajaan perlu menggalakkan PKS untuk mempunyai capaian kepada sumber kewangan dengan mengurangkan halangan. Kajian ini juga menyumbang kepada literatur semasa dengan meluaskan teori berasaskan sumber serta teori susunan hierarki dengan menggabungkan dua aliran literatur yang berbeza ke atas EO, MO, LO, dan capaian kepada kewangan. Akhir sekali, kajian ini disimpulkan dengan beberapa batasan yang memberi ruang kepada kajian akan datang.

Kata kunci: prestasi PKS, orientasi keusahawanan, orientasi pasaran, orientasi pembelajaran, capaian kewangan

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LIST OF ABBREVIATIONS

ATF	Access to Finance
AVE	Average Variance Extracted
BSC	Balanced Scorecard
CB-SEM	Covariance-based Structural Equation Modelling
CI	Confidence Interval
CR	Composite Reliability
EO	Entrepreneurial Orientation
GIT	Gem and Jewellery Institute of Thailand (Public Organization)
JTC	Jewellery Trade Centre
LO	Learning Orientation
MARKOR	Market Orientation (Kohli & Jaworski)
MKTOR	Market Orientation (Narver & Slater)
MNCs	Multinational Corporations
MO	Market Orientation
NHST	Null Hypothesis Statistical Testing
PLS-SEM	Partial Least Squares Structural Equation Modelling
SFIs	Special Financial Institutions
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
TQM	Total Quality Management
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

At present, governments all around the world are paying attention to facilitating small and medium enterprises (SMEs) since they are considered one of the main engines driving economic development and employment opportunities. This is not only the case for developing countries but also for developed countries. For instance, in 2017, SMEs accounted for 99.8% of all firms in the European Union contributing 66.4% of total employment compared with large firms (Muller et al., 2018). Meanwhile, there were 5.7 million SMEs in the UK in 2018 which accounted for over 99% of all business (Rhodes, 2018). The SMEs sector not only contributes to the growth of national gross domestic product (GDP) but also reduces unemployment in Ghana, one of the developing countries, by providing permanent employment (around 81%) to the population (Amoah & Amoah, 2018). In Pakistan, 90% of business enterprises are SMEs which contribute to more than 30% of the GDP by offering around 80% of jobs in the country (Nadeem & Rasool, 2018). Due to its key contribution to the national economy in generating employment, as well as reducing poverty, much research has focused on SMEs in developing countries (Banwo, Du, & Onokala, 2017).

Numerous challenges affect the performance of SMEs in all sectors all around the world, especially in developing countries. Developing nations such as Nigeria identified financial support as one of the main factors responsible for SMEs performance (Effiom & Edet, 2018). Most of them were faced with the perennial problem of inadequate finance and difficulty to access financial assistance at a relatively cheap cost which hinders their ability to produce efficiently. Likewise, in South Africa, the creation rate of successful SMEs is one of the lowest in the world

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APPENDICES

Appendix A

Summary of Selected Articles

Table A1

Summary of Selected Articles on EO

Author	Methodology	Title	Source	Findings
Eggers, Kraus, Hughes, Laraway, & Snyckerski (2013)	The study uses a quantitative approach using SEM with AMOS to analyze 660 SMEs that are received from a total of 10,000 randomly selected SMEs in Australia	Implications of customer and entrepreneurial orientations for SME growth	Management Decision, 51(3), 524-546	The results show that EO is positively related to SME growth
Dada and Watson (2013)	The study uses a cross-sectional research design using a mail questionnaire survey to collect 809 active franchisors in the UK	Entrepreneurial orientation and the franchise system: Organizational antecedents and performance outcomes	European Journal of Marketing, 47(5/6), 790-812	Based on the total number of usable questionnaires (N=95), the results indicate that EO is positively related to performance
Kantur (2016)	The study adopts SEM to analyze the data collected from 1,300 respondents in 442 firms in both manufacturing and service industries through the questionnaire method	Strategic entrepreneurship: mediating the entrepreneurial orientation-performance link	Management Decision, 54(1), 24-43	With the sample of 118 firms and 324 respondents, the result reveals that there is a positive relationship between EO and both financial and non-financial performances
Zhang & Zhang (2012)	Questionnaires and statistical analysis with regression are used in the study that data derived from a total of 500 SMEs in the northeastern China	The effect of entrepreneurial orientation on business performance: A role of network capabilities in China	Journal of Chinese Entrepreneurship, 4(2), 132-142	The results (N=130) reveal that there is a significantly positive relationship between EO and business performance

Author	Methodology	Title	Source	Findings
Anderson & Eshima (2013)	Questionnaires and statistical analysis are used in the study with the hierarchical linear regression to analyze the data derived from a total of 1,085 SMEs in Japan	The influence of firm age and intangible resources on the relationship between entrepreneurial orientation and firm growth among Japanese SMEs	Journal of Business Venturing, 28(3), 413-429	The results show that (N=207) EO is significant and positively related to firm growth among SMEs
Pratono, Wee, Syahchari, Nugraha, Nik Mat, & Fitri (2013)	The SEM approach using AMOS and data collection with random selected respondent from SMEs in Johor Bahru Malaysia and Palembang Indonesia are used in this study	The Direct Effect of Entrepreneurial Orientation and Innovation Success on Firm Performance	American Journal of Economics, 3(1), 1-6	The result (N=168) indicates positive relationship between EO and firm performance
Clausen & Madsen (2011)	A web-based questionnaire and Heckman regression are used in the study collecting data from 1,721 firms in Norway at two points in time	Entrepreneurial orientation and firm performance: A dynamic perspective	Frontiers of Entrepreneurship Research, 31(12), 365-375	The results (N=754) reveal that firms initial EO at time period 1 is positively related to firm performance in time period 2
Ferreira, Azevedo, & Ortiz (2011)	A structured mail questionnaire is used in this study to collect data from owners of 1,470 Portuguese manufacturing small firms, as well as a bivariate and a multivariate analysis are used to analyze data	Contribution of resource-based view and entrepreneurial orientation on small firm growth	Cuadernos de Gestion, 11(1), 95-116	The research results (N=168) suggest that EO is significantly and positively related to the firm growth
Mahmood & Hanafi (2013)	A mail survey questionnaire is used in this study to collect data derived from 1,040 women owner/managers of SMEs in Malaysia, as well as regression analysis is used	Entrepreneurial orientation and business performance of women-owned small and medium enterprises in Malaysia: Competitive advantage as a mediator	International Journal of Business and Social Science, 4(1), 82-90	The findings (N=165) confirm that EO is positively and significantly related to performance

Author	Methodology	Title	Source	Findings
	to test the hypotheses			
Arief, Thoyib, Sudiro, & Rohman (2013)	A questionnaire survey approach is used in the study to collect data from a total of 140 SMEs, as well as a quantitative approach using AMOS is used to test hypotheses	The effect of entrepreneurial orientation on the firm performance through strategic flexibility: A study on the SMEs cluster in Malang	Journal of Management Research, 5(3), 44-62	The findings provide (N=140) a positive relationship between EO and firm performance
Simon, Stachel, & Covin (2011)	A web-based survey is used in the study asking 591 top-level executives of small high-technology manufacturing firms in five Midwest states	The effects of entrepreneurial orientation and commitment to objectives on performance	New England Journal of Entrepreneurship, 14(2), 9-17	The result of the hierarchical regression analysis (N=126) reveals that EO is positively and significantly associated with small firm performance
Moeljadi, Sumiati, Anselah, & Yuniarsa (2015)	This study is an exploratory research using SmartPLS 2.0.M3 to test the hypotheses with 100 SMEs in the village of Tutul, Jember, East Java	The effect of government as a moderating variable in the relationship between orientation entrepreneurship, innovation, and market orientation on business performance (Case study: Tutul village, Jember, East Java)	International Journal of Business, Economics and Law, 7(2), 33-39	The results indicate that EO has a significant effect on the performance of the business (N=100)
Shehu & Mahmood (2014)	This study uses a quantitative research approach using pls-sem with SmartPLS to test hypotheses among 640 SMEs (doubled from 320 to 640) in Kano, Nigeria	Influence of entrepreneurial orientation and business environment on small and medium firm performance: A PLS approach	Advances in Management & Applied Economics, 4(4), 101-114	The results (N=511) indicate that EO has a positive significant effect on firm performance
Hakala (2013)	This study uses an e-mailed cover letter and a web-based questionnaire instrument to	Entrepreneurial and learning orientation: effects on growth and profitability	Baltic Journal of Management, 8(1), 102-118	The results reveal that (N=192) EO has a direct effect on performance

Author	Methodology	Title	Source	Findings
	collect data from managing directors of 1,161 software firms in Finland using PLS approach to analyze the data	in the software sector		(growth and profitability)
Long (2013)	This study uses both face-to-face interviews and direct mailing to collect data from 700 respondents including owners, CEOs, and senior executives of Vietnam marketing communications firms using SEM with AMOS to analyze the data	The relationship among learning orientation, market orientation, entrepreneurial orientation, and firm performance of Vietnam marketing communications firms	Philippine Management Review, 20, 37-46	The results (N=642) suggest that EO impacts positively on firm performance
Jia, Wang, Zhao, & Yu (2014)	A survey questionnaire is used in this study to collect data among 300 executives from entrepreneurial-oriented firms in China using SEM with AMOS to test the hypotheses	Exploring the relationship between entrepreneurial orientation and corporate performance: The role of competency of executives in entrepreneurial-oriented corporations	Nankai Business Review International, 5(3), 326-344	The findings (N=248) show that EO has a significant impact on corporate performance
Wijesekara, Kumara, & Gunawardana (2014)	This study uses SEM to analyze the data collected from 250 small and medium scale garment manufacturers in Sri Lanka using simple random sampling method with a structured questionnaire	Impact of market orientation and entrepreneurial orientation on performance: A study of small and medium scale garment manufacturers in Sri Lanka	Proceedings of the 3 rd International Conference on Management and Economics (ICME 2014)	The results (N=155) reveals that there is a positive relationship between a firm's EO and organizational performance
Aliyu, Rogo, & Mahmood (2015)	A survey research design is used in the study using a self-administered questionnaire to collect the data from 640 owner/managers	Knowledge management, entrepreneurial orientation and firm performance: The role of organizational culture	Asian Social Science, 11(23), 140-152	The findings (N=511) indicate that EO has a significant and positive relationship with business performance

Author	Methodology	Title	Source	Findings
	of SMEs in Kano-Nigeria			
Al-Swidi & Al-Hosam (2012)	A survey questionnaire research design is used for this study to collect data among 56 branch managers of four Yemeni Islamic banks, as well as PLS-SEM is used to test the hypotheses with SmartPLS 2.0	The effect of entrepreneurial orientation on the organizational performance: A study on the Islamic banks in Yemen using the partial least squares approach	Arabian Journal of Business and Management Review (OMAN Chapter), 2(1), 73-84	The results of the study (N=44) confirm that there is a significant positive effect of EO on the organizational performance
Al-Swidi & Mahmood (2012)	A self-administered survey questionnaire is used in this study to collect the data from 287 Yemeni bank branches	Total quality management, entrepreneurial orientation and organizational performance: The role of organizational culture	African Journal of Business Management, 6(13), 4717-4727	The results of the regression analysis (N=201) reveal that EO has a positive significant impact on the organizational performance
Gruber-Muecke & Hofer (2015)	An online survey questionnaire is used in this study to collect data from Australian exporters; CEOs, marketing managers, and marketing managing directors	Market orientation, entrepreneurial orientation and performance in emerging markets	International Journal of Emerging Markets, 10(3), 560-571	The findings (N=170) show that there is a positive relationship between EO and firm performance
Gupta & Batra (2015)	A questionnaire is used to collect data for this study among 400 SMEs located in Punjab-India using SEM and hierarchical regression to analyze the data	Entrepreneurial orientation and firm performance in Indian SMEs: Universal and contingency perspectives	International Small Business Journal, 34(5), 660-682	The results reveal that (N=198) EO is significantly positively related to firm performance
Kajalo & Lindblom (2015)	SEM with LISREL is used in this study to analyze data collected from small Finnish retail stores using the questionnaire	Market orientation, entrepreneurial orientation and business performance among small retailers	International Journal of Retail & Distribution Management, 43(7), 580-596	The main results (N=202) reveal that EO does have an impact on business performance

Author	Methodology	Title	Source	Findings
Jiang, Yang, Pei, & Wang (2014)	A survey of 500 Chinese firms engaged in strategic alliances is used in this study	Entrepreneurial orientation, strategic alliance, and firm performance: Inside the black box	Long Range Planning, 49(1), 103-116	The regression results (N=205) suggest that EO positively relates to partner firms' innovative and financial performance
Nur, Surachman, Salim, & Dijumahir (2014)	A quantitative approach using SEM with AMOS is used in this study in order to test hypotheses among 103 firms in printing industry in city of Kendari	Entrepreneurship orientation, market orientation, business strategy, management capabilities on business performance: Study at small and medium enterprise printing in Kendari	International Journal of Business and Management Invention, 3(12), 8-17	The results (N=103) show that there is a positive and significant relationship between EO and business performance
Sharma & Dave (2011)	Convenience sampling is used in this study to collect data from 319 small and medium scale family owned business of Chhattisgarh	Entrepreneurial orientation: Performance level	SCMS Journal of Indian Management, 8(4), 43-52	The results (N=319) show that a significant positive relationship exists between EO and performance
Fellnhofer, Puumalainen, & Sjogren (2016)	A questionnaire survey is used in this study to collect data from four globally operating companies headquartered in Austria	Entrepreneurial orientation and performance-are sexes equal?	International Journal of Entrepreneurial Behavior & Research, 22(3), 346-374	The results (N=301) indicate that EO has a positive impact on performance at both individual and firm levels of analysis
Real, Roldan, & Leal (2014)	A questionnaire survey is used in this study to collect data from 492 companies in Spain, as well as PLS is used as the data analysis method in the study	From entrepreneurial orientation and learning orientation to business performance: Analysing the mediating role of organizational learning and the moderating effects of organizational size	British Journal of Management, 25, 186-208	The results of the assessment (N=140) reveal that EO has a significant total effect on perceived business performance

Author	Methodology	Title	Source	Findings
Semrau, Ambos, & Kraus (2016)	This study uses a questionnaire survey to collect data from 1,248 SMEs in seven countries	Entrepreneurial orientation and SME performance across societal cultures: An international study	Journal of Business Research, 69(5), 1928-1932	The results reveal that there is a positive relationship between EO and business performance across countries (N=1,248)
Shirokova, Bogatyreva, Beliaeva, & Puffer (2016)	This study uses the online survey tool Webropol 2.0 to collect data among 353 Finnish and 1,340 Russian firms	Entrepreneurial orientation and firm performance in different environmental settings: Contingency and configurational approaches	Journal of Small Business and Enterprise Development, 23(3), 703-727	The findings (N=163) reveal a positive relationship between EO and firm performance
Vega-Vazquez, Cossio-Silva, & Revilla-Camacho (2016)	This primary data of 79 hotel firms from Andalusia, Spain, as well as secondary data from SABI database are used in this study to test hypotheses using PLS-SEM with SmartPLS 2.0M3 software	Entrepreneurial orientation-hotel performance: Has market orientation anything to say?	Journal of Business Research, 69(11), 5089-5094	The findings (N=79) reveal that the EO variable has a significant total effect on the business performance
Adomako, Quartey, & Narteh (2016)	The data of 2,150 SMEs in Ghana are collected and analyzed using the on-site administration of a questionnaire and LISREL 8.5	Entrepreneurial orientation, passion for work, perceived environmental dynamism and firm performance in an emerging economy	Journal of Small Business and Enterprise Development, 23(3), 728-752	The results of this study (N=250) reveal a significant and positive relationship between EO and performance
Ali (2017)	An explanatory research design using regression analysis is used in this study to test hypotheses among 360 women entrepreneurs in Somalia	Entrepreneur orientation and firms performance: The moderating role of environmental dynamism	International Journal of Economics, Business and Management Research, 1(5), 425-447	The results (N=315) indicate that EO has a positive and significant influence on firm performance owned by Somali women
Aloulou (2018b)	This study uses an online questionnaire to collect data from 327 firms in KSA, as well as the hierarchical	Studying the influences of learning orientation and firm size on entrepreneurial orientation-firm	Middle East Journal of Management, 5(2), 137-160	The results reveal that there is a positive relationship between EO and firm

Author	Methodology	Title	Source	Findings
	regression analysis is used to analyze the data	performance relationship in Saudi context		performance (N=230)
Hussain, Abbas, & Khan (2017)	This study uses a questionnaire survey to collect data among 367 SMEs in Punjab, Pakistan	Entrepreneurial orientation and performance: The moderating effect of market orientation	Global Management Journal for Academic & Corporate Studies, 7(1), 9-18	The results of the analysis (N=213) reveal that EO is positively related to organizational performance
Irwin, Landay, Aaron, McDowell, Marino, & Geho (2018)	An online questionnaire survey is used in the study to collect data from 100 U.S. SMEs	Entrepreneurial orientation (EO) and human resources outsourcing (HRO): A "HERO" combination for SME performance	Journal of Business Research, 90, 134-140	The results (N=100) suggest that EO positively relates to SMEs' firm performance
Jiang, Liu, Fey, & Jiang (2018)	Top managers of a sample of 1,500 Chinese firms are collected randomly in this study using both interview and questionnaire methods	Entrepreneurial orientation, network resource acquisition, and firm performance: A network approach	Journal of Business Research, 87, 46-57	The results (N=251) indicate that EO is positively related to firm performance
Kareem, Adi Anuar, & Tunku Salha (2018)	This study uses a questionnaire survey to collect data from 531 owners/managers of SMEs in Nigeria, as well as SEM with SmartPLS 3.2.7 is used for data analysis	Does Islamic work ethics strengthen the size of knowledge management and entrepreneurial orientation effects on performance of SMEs in Nigeria?	International Journal of Social Science and Economic Research, 3(1), 41-64	The findings of this study (N=320) indicate that the influence of EO on SME performance is positive and significant
Lee & Chu (2017)	A questionnaire survey is used in this study to collect data from 1,247 Taiwanese non-financial firms	The relationship between entrepreneurial orientation and firm performance: Influence of family governance	Journal of Family Business Strategy, 8(4), 213-223	The results of regression analyses (N=223) show that EO is positively associated with firm performance
Masa'deh, Al-hanzab, Tarhini, & Obeidat (2018)	This study uses a survey questionnaire to collect data from 357	The associations among market orientation, technology orientation,	Benchmarking: An International Journal, 25(8), 3117-3142	The results show that (N=252) there is a statistically significant

Author	Methodology	Title	Source	Findings
	pharmaceutical firms in Jordan using convenience sampling method	entrepreneurial orientation and organizational performance		relationship between EO and organizational performance
Octavia & Ali (2017)	This study is a quantitative descriptive research in nature using primary data and secondary data	The model of market orientation, entrepreneurial orientation and business performance of small and medium enterprises	International Review of Management and Marketing, 7(3), 331-337	The results of this study indicate that there is a significant influence on EO to business performance
Sahoo & Yadav (2017)	This study uses snowball sampling technique to collect data from 121 SMEs in India by interviewing entrepreneurs and managers, as well as AMOS is used for data analysis	Entrepreneurial orientation of SMEs, total quality management and firm performance	Journal of Manufacturing Technology Management, 28(7), 892-912	The results (N=121) show that there is a positive relationship between EO and firm performance
Kraus, Rigtering, Hughes, & Hosman (2012)	Email survey questionnaire is used in this study to collect data from CEOs of 6,000 SMEs listed in a database in the Netherlands	Entrepreneurial orientation and the business performance of SMEs: A quantitative study from the Netherlands	Review of Managerial Science, 6(2), 161-182	The results (N=164) reveal that EO dimensions of innovativeness and risk-taking are not significantly associated with business performance but proactiveness is significantly and positively associated with business performance
Jalali, Jaafar, & Ramayah (2014)	A survey questionnaire is used in this study using simple random selection technique to collect data from selected 350 firms in Tehran and Hamedan, as well as hierarchical	Entrepreneurial orientation and performance: The interaction effect of customer capital	World Journal of Entrepreneurship, Management and Sustainable Development, 10(1), 48-68	The results reveal that (N=150) proactiveness, risk-taking, and innovativeness positively significantly affect firm performance

Author	Methodology	Title	Source	Findings
	regression analysis is used to test hypotheses			
Ambad & Wahab (2013)	This study uses a mail survey questionnaire to collect data from top management teams of 660 large firms in Malaysia using PLS-SEM in hypotheses testing	Entrepreneurial orientation among large firms in Malaysia: Contingent effects of hostile environments	International Journal of Business and Social Science, 4(16), 96-107	The results (N=130) suggest that the innovativeness and risk-taking are positively related to firm performance but proactiveness is not a significant predictor of firm performance
Yoon (2012)	A survey and OLS regression are used in this study to analyze the data collected from 1,499 South Korean start-ups	The performance effects of entrepreneurial orientation: Evidence from South Korean start-ups	International Journal of Arts and Commerce, 1(4), 248-254	The results show that there is a significant positive relationship between the overall EO and firm performance while individual EO such as proactiveness is proven to be significant on firm performance in both early and growth stages
Muthee-Mwangi & Ngugi (2014)	A descriptive research design is used in this study using secondary and primary tools for data collection among 1,420 MSEs in Kenya	Influence of entrepreneurial orientation on growth of micro and small enterprises in Kerugoya, Kenya	European Journal of Business Management, 1(11), 417-438	The findings reveal that the dimensions of EO (innovativeness, risk-taking, and proactiveness) have a significant positive influence on growth of MSEs
Lechner & Gudmundsson (2014)	A specific survey is used in this study to collect data from bankrupt and non-bankrupt firms using a postal survey with blind returns among 335 firms as well as PLS is	Entrepreneurial orientation, firm strategy and small firm performance	International Small Business Journal, 32(1), 36-60	The findings (N=117) indicate innovativeness is positive and significant on performance, while risk-taking and competitive aggressiveness are significant but negative, but

Author	Methodology	Title	Source	Findings
	used to carry out hypotheses testing			autonomy and proactiveness are non-significant
Koe (2013)	Multiple regression and a survey questionnaire are used in this study to analyze data derived from 250 GLCs	Entrepreneurial orientation (EO) and performance of government – linked companies (GLCs)	Journal of Entrepreneurship, Management and Innovation, 9(3), 21-41	The findings based on usable returned 153 GLCs reveal that the relationship between EO and performance is statistically significant as well as all five EO dimensions affect significantly and positively the performance
Amin (2015)	A mailed survey as well as PLS are used in this study to analyze data derived from 450 SMEs in Malaysia using SmartPLS software	The effect of entrepreneurship orientation and learning orientation on SMEs' performance: an SEM-PLS approach	Journal of International Business and Entrepreneurship Development, 8(3), 215-230	The findings (N=170) reveal that EO dimensions; innovativeness, proactiveness, and risk-taking have a significant effect on SMEs' performance
Arshad, Rasli, Arshad, & Zain (2014)	This study uses a quantitative method using survey questionnaire with a simple random sampling method to collect data from 150 SMEs	The impact of entrepreneurial orientation on business performance: A study of technology-based SMEs in Malaysia	Procedia - Social and Behavioral Sciences, 130, 46-53	The results of multiple regression analysis (N=88) show that only four dimensions of EO (innovativeness, proactiveness, risk-taking, and competitive aggressiveness) has influence towards business performance while no correlation is found on autonomy
Jalilian, Jamshidinavid, Ghanbary (2013)	A survey questionnaire is used in this study to collect data from 110 firms in Tehran Exchange Market as well as Lisrel software is	The impact of entrepreneurial orientation and market orientation on the performance of industrial firms listed in Tehran	International Research Journal of Applied and Basic Sciences, 5(5), 644-649	The study findings (N=110) show innovation, risk taking, proactiveness, and independence have a positive

Author	Methodology	Title	Source	Findings
	used to analyze data	Stock Exchange (food, chemical, pharmaceutical, automobile)		impact on the performance of firms but competitive aggression has no effect on the firms
Matchaba-Hove & Vambe (2014)	A quantitative research approach is used in this study using convenience sampling technique to collect data from 153 small firms in the Eastern Cape	Entrepreneurial orientation and performance of small businesses in the retail sector in the Eastern Cape province of South Africa	Journal of Marketing and Management, 5(2), 12-39	The results of multiple regression analysis (N=153) show that pro-activeness, innovativeness and competitive aggressiveness have a significant positive influence on the success of business while autonomy and risk-taking do not
Shan, Song, & Ju (2015)	A mail survey is used in this study to collect data from 779 new businesses as well as hierarchical regression is used for hypotheses testing	Entrepreneurial orientation and performance: Is innovation speed a missing link?	Journal of Business Research, 69(2), 683-690	The results (N=153) reveal that three of the five EO dimensions (innovativeness, autonomy, and risk-taking) have significant effects on performance
Zehir, Can, & Karaboga (2015)	A questionnaire survey is used in this study to collect data from 331 middle and large scale firms in Turkey that data are analyzed through SPSS	Linking entrepreneurial orientation to firm performance: The role of differentiation strategy and innovation performance	Procedia – Social and Behavioral Sciences, 210, 358-367	The findings (N=331) reveal that only three dimensions of EO (proactiveness, innovativeness and autonomy) have significant effects on EO-performance relationship
Buli (2017)	A questionnaire survey is used in this study to collect data from 194 formally registered metal and woodwork	Entrepreneurial orientation, market orientation and performance of SMEs in the manufacturing industry:	Management Research Review, 40(3), 292-309	The regression results (N=171), except for innovativeness, all dimensions of EO (autonomy, proactiveness, competitive

Author	Methodology	Title	Source	Findings
	enterprises in Ethiopia	Evidence from Ethiopian enterprises		aggressiveness and risk taking) has a positive and significant relationship with business performance
Haider, Asad, & Fatima (2017)	A structured questionnaire is used in this study to collect data from 384 manufacturing SMEs in Punjab, Pakistan, as well as SmartPLS 3 is used for data analysis	Entrepreneurial orientation and business performance of manufacturing sector small and medium scale enterprises of Punjab Pakistan	European Business & Management, 3(2), 21-28	The results of the study (N=384) indicate that all three-dimensions of EO including; innovativeness, pro-activeness, and risk-taking have a significant impact over the performance of manufacturing SMEs
Musthofa, Wahyudi, Farida, & Ngatno (2017)	This study uses a survey using purposive sampling technique as well as SEM to collect and analyze data from embroidery SMEs in Kudus Regency	Effect of entrepreneurial orientation on business performance	International Journal of Civil Engineering and Technology, 8(9), 82-90	The findings (N=153) indicate innovativeness and risk-taking have a significant effect on business performance but proactiveness has no effect on business performance
Rezaei & Ortt (2018)	This study uses a questionnaire to collect data from 304 Dutch high-tech SMEs as well as LISREL 8.80 to analyze the data	Entrepreneurial orientation and firm performance: The mediating role of functional performances	Management Research Review	The results (N=279) indicate that all three EO dimensions using three separate correlation measures have a significant and positive relationship with firm performance
Rua, Franca, & Ortiz (2018)	A survey questionnaire is used in this study to collect data from Portuguese textile industry firms that data are analyzed with SmartPLS 3.0	Entrepreneurial orientation and firm performance	Entrepreneurship Trends and Challenges (pp. 23-36)	The results (N=247) reveal that EO significantly and positively influences export performance

Author	Methodology	Title	Source	Findings
Tang & Tang (2012)	An online survey questionnaire using stratified random selection method is used in this study to collect data from 500 firms in Northern China	Entrepreneurial orientation and SME performance in China's changing environment: The moderating effects of strategies	Asia Pacific Journal of Management, 29(2), 409-431	The results (N=155) reveal that the relation between EO and firm performance follows an inverted U-shape in the Chinese context
Kreiser, Marino, Kuratko, & Weaver (2013)	A mail survey questionnaire is used in this study to collect data from 1,668 SMEs in nine countries	Disaggregating entrepreneurial orientation: the non-linear impact of innovativeness, proactiveness and risk-taking on SME performance	Small Business Economics, 40(2), 273-291	The results reveal innovativeness and proactiveness display mainly positive U-shaped links with SME performance while risk-taking display a negative U-shaped link with SME performance
Chandrakumara, Zoysa, & Manawaduge (2011)	This study uses a mixed research design, consisting of both qualitative and quantitative methods, using a questionnaire survey to collect data from 500 firms in Sri Lanka	Effects of the entrepreneurial and managerial orientations of owner-managers on company performance: An empirical test in Sri Lanka	International Journal of Management, 28(1), 139-158	Based on the regression results (N=204), the impact of EO on firm performance is not statistically significant at 95% confidence level but a significant positive impact of EO on firm performance at 90% confidence level
Garcia-Villaverde, Ruiz-Ortega, & Canales (2013)	A postal questionnaire survey is used in this study to collect data from 1,847 firms involving ICT industry in Spain	Entrepreneurial orientation and the threat of imitation: The influence of upstream and downstream capabilities	European Management Journal, 31(3), 263-277	The results obtained (N=253) do not reveal that EO affects performance directly
Affendy, Asmat-Nizam, Abdul-Talib, & Farid (2015)	A quantitative mail survey using simple random sampling technique is used in this study to	Entrepreneurial orientation effects on market orientation and SMEs business	Review of Integrative Business & Economics Research, 4(3), 259-271	Based on the results of the test (N=386), there is no significant influence between EO and

Author	Methodology	Title	Source	Findings
	collect data from 900 Malaysian SMEs in eleven industries, also SEM with AMOS 18.0 is used for data analysis	performance – A SEM approach		business performance
Duru, Ehidiemhen, & Chijioke (2018)	This study uses both primary and secondary sources of information using a structured questionnaire to collect data from 348 SMEs in the six local councils of federal capital territory, Nigeria	Role of entrepreneurial orientation in the performance of small and medium enterprises: Evidence from Federal Capital Territory, Abuja, Nigeria	Asian Journal of Economics, Business and Accounting, 6(1), 1-21	The findings (N=300) reveal a significant positive relationship between innovativeness and SMEs performance, while autonomy, proactiveness and risk-taking, all have insignificant relationship with SMEs performance
Shirokova, Bogatyreva, & Beliaeva (2015)	An online survey using Webropol 2.0 survey software is used in this study to collect data from Russian 8,000 companies listed in the databases, as well as AMOS 22.0 is used for data analysis	Entrepreneurial orientation of Russian firms: The role of external environment	Foresight and STI Governance, 9(3), 6-25	The findings (N=104) reveal that the direct relationship between the combined innovativeness/ proactiveness component, and risk-taking component and firm performance is statistically insignificant

Table A2

Summary of Selected Articles on MO

Author	Sample	Title	Source	Findings
Qu & Zhang (2015)	A mail survey is used in this study to collect data from 2,000 UK subsidiaries of	Market orientation and business performance in MNC foreign subsidiaries:	Journal of Business Research, 68(5), 919-924	The results of this study (N=252) reveal that MO is found to be positively linked to the

	foreign-owned MNCs	Moderating effects of integration and responsiveness		business performance
Lee, Kim, Seo, & Hight (2015)	A survey is used in this study to collect data from 528 food-service franchise firms that are listed by the Korea Fair Trade Committee, also this study uses SEM for hypotheses testing	Market orientation and business performance: Evidence from franchising industry	International Journal of Hospitality Management, 44, 28-37	The results show that MO has a significant positive effect on both financial and non-financial performances of firms (N=156)
Tsoitsou & Vlachopoulou (2011)	SEM with LISREL is used in this study to analyze the data derived from 350 Greek travel and accommodation services firms using an e-mail survey	Understanding the effects of market orientation and e-marketing on service performance	Marketing Intelligence & Planning, 29(2), 141-155	The findings confirm that MO has a direct positive effect on tourism services performance (N=216)
Wang, Chen, & Chen (2012)	This study is a survey research using a postal questionnaire to collect data from 2,613 hotels in China, also SEM with AMOS 16 is used for analysis and testing	Total quality management, market orientation and hotel performance: The moderating effects of external environmental factors	International Journal of Hospitality Management, 31(1), 119-129	The analytical results (N=588) show that MO significantly and positively affects hotel performance
Hilman & Kaliappen (2014)	This study uses a mail questionnaire to collect data from 475 three-star-rated and above hotels in Malaysia	Market orientation practices and effects on organizational performance: Empirical insight from Malaysian hotel industry	SAGE Open, 4(4), 1-8	The findings show that both competitor orientation and customer orientation have a positive link with performance (N=114)
Ramayah, Samat, & Lo (2011)	A structure questionnaire is used in this study to collect data from 175 service organizations in the Northern region of Malaysia	Market orientation, service quality and organizational performance in service organizations in Malaysia	Asia-Pacific Journal of Business Administration, 3(1), 8-27	The results of regression analysis reveal that MO has a significant impact on organizational performance (N=101)

Charles, Joel, & Samwel (2012)	This study uses a causal research design using a questionnaire-based survey of 220 managers of manufacturing firms in Kenya	Market orientation and firm performance in the manufacturing sector in Kenya	European Journal of Business and Management, 4(10), 20-27	The findings of this study (N=147) reveal that MO is a significant predictor of firm performance
Gaur, Vasudevan, & Gaur (2011)	SEM with AMOS and hierarchical regression are used in this study to analyze data derived from 520 firms in Mumbai and Pune in India through a survey questionnaire	Market orientation and manufacturing performance of Indian SMEs: Moderating role of firm resources and environmental factors	European Journal of Marketing, 45(7/8), 1172-1193	The results (N=315) reveal that two sub-dimensions of MO; customer orientation and inter-functional coordination have a significant positive link with manufacturing performance, while competitor orientation does not have
Mahmoud (2011)	This study uses a questionnaire-based survey of a convenience sample of 600 SMEs in the two cities of Ghana	Market orientation and business performance among SMEs in Ghana	International Business Research, 4(1), 241-251	The results (N=191) reveal that there is a significant positive relationship between MO and business performance
Aziz & Yassin (2010)	This study uses a questionnaire survey to collect data from 300 SMEs in agri-food sector in Malaysia, as well as the multiple regression is used to analyze the data	How will market orientation and external environment influence the performance among SMEs in the Agro-Food sector in Malaysia?	International Business Research, 3(3), 154-164	The findings (N=102) indicate that customer-competitor orientation and information dissemination are positively related to business performance, while inter-functional coordination is found not to be significant
Eris & Ozmen (2012)	This study adopts a survey to collect data from 102 dyads of firms in the logistic sector in Turkey using SEM for data analysis	The effect of market orientation, learning orientation and innovativeness on firm performance: A research from	International Journal of Economic Sciences and Applied Research, 5(1), 77-108	The results obtained reveal that MO's impact on performance is significantly

		Turkish logistic sector		
Moeljadi, Sumiati, Anselah, & Yuniarsa (2015)	This study uses a proportional random sampling technique to collect data from 100 respondent employees of SMEs in Tutul Village, East Java using WarpPLS to analyze the data	The effect of government as a moderating variable in the relationship between orientation entrepreneurship, innovation, and market orientation on business performance (Case study: Tutul village, Jember, East Java)	International Journal of Business, Economics and Law, 7(2), 33-39	The findings (N=100) show that MO relates significantly to the performance of the business
Gruber-Muecke & Hofer (2015)	An online survey is used in this study to collect data from 5,369 Austrian exporters that have international business operations for at least three years	Market orientation, entrepreneurial orientation and performance in emerging markets	International Journal of Emerging Markets, 10(3), 560-571	The findings (N=170) is found that MO factors are significantly and positively related with overall firm performance
Taleghani, Gilaninia, & Talab (2013)	A survey questionnaire with simple random sampling technique is used in this study to collect data from 205 firms in conversion industries in Golestan, Iran	Relationship between market orientation culture and business performance	Interdisciplinary Journal of Contemporary Research in Business, 5(1), 949-954	The results show that there is a significant relationship between MO culture and business performance of company (N=205)
Hajipour & Ghanavati (2012)	This uses PLS-SEM as well as a questionnaire survey with stratified sampling technique to analyze and collect data from 5,030 industrial manufacturing firms in Iran	The impact of market orientation and organizational culture on the performance: Case study of SMEs	Journal of Contemporary Management, 1, 83-95	The findings (N=392) indicate that MO has a significant effect on financial performance of the industrial SMEs
Hussain, Ismail, & Shah (2015)	A survey questionnaire is used in this study using systematic	The effect of market and entrepreneurial orientations on	City University Research Journal, 5(2), 203-218	The results (N=139) indicate that MO has significant and

	random sampling with replacement to collect data from 300 SMEs in Johor, Malaysia	organizational performance: Study of Malaysian SMEs		positive effect on firm performance
Kumar, Jones, Venkatesan, & Leone (2011)	This study has conducted surveys through three waves in 1997, 2001, and 2005 using a survey questionnaire to collect data from 300 firms	Is market orientation a source of sustainable competitive advantage or simply the cost of competing?	Journal of Marketing, 75, 16-30	The analyses (N=261) indicate that MO has a positive influence on business performance in both the short and the long run
Long (2013)	The study is taken in Ho Chi Minh City using both face-to-face interview and direct mailing to collect data from 700 firms, SEM is used to test hypotheses	The relationship among learning orientation, market orientation, entrepreneurial orientation, and firm performance of Vietnam marketing communications firms	Philippine Management Review, 20, 37-46	The results (N=642) reveal that there is a positive relationship between MO and firm performance
Protcko & Dornberger (2014)	This study uses a survey to collect data from the high-tech companies located in Kazan using regression to analyze the data	The impact of market orientation on business performance: The case of Tatarstan knowledge-intensive companies (Russia)	Problems and Perspectives in Management, 12(4), 225-231	The findings (N=62) show that MO is significantly correlated with business performance
Wijesekara, Kumara, & Gunawardana (2014)	A questionnaire survey with simple random sampling method is used in this study to collect data from 250 SMEs in garment manufacturing firms in Sri Lanka	Impact of market orientation and entrepreneurial orientation on performance: A study of small and medium scale garment manufacturers in Sri Lanka	Proceedings of the 3 rd International Conference on Management and Economics (ICME 2014)	The findings (N=155) show that MO has a positive and statistically significant effect on organizational performance
Beneke, Blampied, Dewar, & Soriano (2016)	This study uses an electronic mail survey method using simple random sampling method without replacement to	The impact of market orientation and learning orientation on organizational performance: A study of small to	Journal of Research in Marketing and Entrepreneurship, 18(1), 90-108	The findings (N=162) reveal that MO has a significant effect on organizational performance

	collect data from 800 SMEs located in Cape Town, South Africa, also PLS-SEM is used in this study to analyze hypotheses	medium-sized enterprises in Cape Town, South Africa		
May-Chiun, Mohamad, Ramayah, & Chai (2015)	This study uses a survey questionnaire to collect data from financial services organizations in the states of Malaysia using SmartPLS 2.0 to measure the model	Examining the effects of leadership, market orientation and leader member exchange (LMX) on organizational performance	Inzinerine Ekonomika-Engineering Economics, 26(4), 409-421	The results reveal that (N=184) MO is significantly related to organizational performance
Aloulou (2018a)	An online survey in used in this study to collect data among CEOs of 364 firms in KSA using SEM for hypotheses testing	Impacts of strategic orientations on new product development and firm performances: Insights from Saudi industrial firms	European Journal of Innovation Management, DOI 10.1108/EJIM-05-2018-0092	The findings reveal that (N=292) MO is positively related to firm performance
Filatotchev, Su, & Bruton (2017)	This study uses a survey with the direct interview method to collect data from 263 manufacturing firms in six Chinese provinces	Market orientation, growth strategy, and firm performance: The moderating effects of external connections	Management and Organization Review, 13(3), 575-601	The results used regression analysis (N=212) reveal that the relationship between MO and firm performance is positive
Hinson, Abdul-Hamid, & Osabutey (2017)	This study is a quantitative research design using a survey to collect data from 110 star-rated hotels operating in Ghana by sending three questionnaires to each hotel	Investigating market orientation and positioning in star-rated hotels in Ghana	International Journal of Contemporary Hospitality Management, 29(10), 2629-2646	The results reveal that MO has a significant and positive relationship with hotel performance (N=105)
Joensuu-Salo, Sorama, Viljamaa, & Varamaki (2018)	A questionnaire survey is used in this study to collect data from 504 customer firms of Finnish Forest Centre	Firm performance among internationalized SMEs: The interplay of market orientation,	Administrative Sciences, 8(31)	The findings (N=101) indicate that MO has a significant and direct effect on firm performance

	using AMOS for hypotheses testing	marketing capability and digitalization		
Bazazo, Alansari, Alquraan, Alzgaybh, & Masa'deh (2017)	This study uses a survey questionnaire to collect data from employees working in hotels in Aqaba, Jorann, using SEM with AMOS 21 for data analysis	The influence of total quality management, market orientation and E-marketing on hotel performance	International Journal of Business Administration, 8(4), 79-99	The SEM analysis results (N=191) reveal that MO positively affects hotel performance
Zhang, Kara, Spillan, & Mintu-Wimsatt (2017)	The survey is used in this study using interview method to collect data from SMEs' managers in the three cities of China	Exploring market orientation among Chinese small and medium-sized enterprises	Chinese Management Studies, 11(4), 617-636	The results show that a positive relationship between MO and firm performance is proven to be significant
Roach (2011)	An online survey is used in this study to collect data from Canadian SMEs engaged in manufacturing that data are analyzed using SmartPLS 2.0.M3	The impact of product management on SME firm performance	Journal of Research in Marketing and Entrepreneurship, 13(1), 85-104	The results indicate that MO does not positively affect firm performance (N=316)
Arshad, Mansor, & Othman (2012)	Linear multiple regression is used in this study to test hypotheses among data derived from 726 non-financial companies in Malaysia for three years	Market orientation, firm performance and the mediating effect of corporate social responsibility	The Journal of Applied Business Research, 28(5), 851-860	The results (N=726) reveal negative insignificant relationship between MO and firm performance for the three sample years
Suliyanto & Rahab (2012)	Quantitative approach is used in this study using convenience sampling method to collect data from SMEs in Banyumas regency that SEM is used to test hypotheses	The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises	Asian Social Science, 8(1), 134-145	The findings show that (N=150) there is no positive effect of MO to business performance
Kajalo & Lindblom (2015)	SEM is used in this study using LISREL 8.80 to	Market orientation, entrepreneurial	International Journal of Retail & Distribution	The results reveal that MO is not positively

	analyze data derived from the Finnish small non-food retail stores through internet survey	orientation and business performance among small retailers	Management, 43(7), 580-596	related to business performance (N=202)
Apaydin (2011)	A survey questionnaire is used in this study using face to face interview method to collect data from SMEs including various industries in Turkey	Moderating effect of adaptability on the relationship between two forms of market orientation and performance	Interdisciplinary Journal of Contemporary Research in Business, 3(2), 1364-1377	The results (N=406) reveal that responsive MO affects firm performance negatively while proactive MO does not positively affect firm performance
Hilal & Mubarak (2014)	This study uses a survey questionnaire using convenience sampling technique to collect data from small restaurants in the Eastern Sri Lanka	Market orientation adoption strategies for small restaurants: A study in the Eastern Sri Lanka	Journal of Management, 8(1), 14-26	The findings (N=21) reveal that all MO dimensions (customer orientation, competitor orientation, and inter functional coordination) do not contribute to the business performance
Zehir, Kole, & Yildiz (2015)	This study uses SEM to analyze data collected from 474 owners and managers of 186 SMEs in Turkey through a survey using face-to-face and self-administered questionnaire techniques	The mediating role of innovation capability on market orientation and export performance: An implementation on SMEs in Turkey	Procedia – Social and Behavioral Sciences, 207, 700-708	The results show that (N=474) there is a significant effect of competitor orientation and inter-functional coordination on export performance, while there is no significant effect of customer orientation on export performance

Table A3

Summary of Selected Articles on LO

Author	Sample	Title	Source	Findings
Martinette & Obenchain-Leeson (2012)	This study uses a survey-based research methodology to explore the research questions using data from organizations defined as pure service and service-reliant	The relationship between learning orientation and business performance and the moderating effect of competitive advantage: A service organization perspective	Journal of Service Science, 5(1), 43-58	The findings of this study reveal a positive relationship between LO and firm performance (N=129)
Martinette, Obenchain-Leeson, & Gomez (2014)	This study uses a self-administered questionnaire using an online survey with the Survey Monkey to collect data from 8,179 public accounting services firms during three different periods	Relationship between learning orientation and business performance and the moderating effect of competitive advantage: An accounting services firm's perspective	International Business & Economics Research Journal, 13(4), 779-792	The findings of this study (N=218) reveal that the positive correlation is found between LO and business performance
Frank, Kessler, Mitterer, & Weismeier-Sammer (2012)	A mail survey is used in this study to collect data from 2,878 Austrian SMEs	Learning orientation of SMEs and its impact on firm performance	Journal of Marketing Development and Competitiveness, 6(3), 29-41	The results (N=228) show that LO has a significant positive impact on performance
Mahmood & Hanafi (2013)	A structured mail survey questionnaire is used in this study to collect data from 1,040 women owned SMEs in Malaysia	Learning orientation and business performance of women-owned SMEs in Malaysia: The mediating effect of competitive advantage	British Journal of Arts and Social Sciences, 11(2), 150-161	The regression analysis results (N=165) indicate that LO is positively and significantly related to business performance
Eshlaghy & Maatofi (2011)	This study uses a survey questionnaire using the simple random sampling without replacement to collect data from	Learning orientation, innovation and performance: Evidence from small-sized business firms in Iran	European Journal of Social Sciences, 19(1), 114-122	The results of the regression analysis (N=82) show that commitment to learning, open-mindedness, and shared vision have

	220 firms in Tehran			significantly positive effects on performance of small firms (profitability)
Real, Roldan, & Leal (2014)	PLS is the data analysis method used in this study to predict dependent variables collected from 492 companies of Spanish industrial sectors using a survey questionnaire	From entrepreneurial orientation and learning orientation to business performance: Analyzing the mediating role of organizational learning and the moderating effects of organizational size	British Journal of Management, 25, 186-208	The results of this study (N=140) reveal that LO has a significant total effect on perceived business performance
Amin (2015)	A mail survey questionnaire is used in this study to collect data from 450 Malaysian SMEs using SmartPLS 2.0 for data analysis	The effect of entrepreneurship orientation and learning orientation on SMEs' performance: An SEM-PLS approach	Journal for International Business and Entrepreneurship Development, 8(3), 215-230	The results of structural model analysis (N=170) reveal that LO has a significant effect on SMEs' performance
Vij & Farooq (2015)	SEM is used in this study to analyze the structural model among data collected from 300 manufacturing and service sector firms in India using a survey questionnaire	The relationship between learning orientation and business performance: Do smaller firms gain more from learning orientation?	The IUP Journal of Knowledge Management, 13(4), 7-28	The finding (N=278) indicate that LO has a significant, direct and positive relationship with business performance
Abiodun & Kida (2016)	A survey questionnaire is used in this study to collect data from 457 manufacturing SMEs in Nigeria via email using proportional stratified and systematic sampling method	The impact of strategic learning orientation, entrepreneurial orientation and reconfiguring capabilities on export performance of SMEs in Nigeria	International Journal of Management Science and Business Administration, 2(3), 33-42	The result of PLS-SEM (N=201) reveal that there is a significant relationship between LO and export performance
Beneke, Blampied,	This study uses a survey of questionnaire to	The impact of market orientation and	Journal of Research in Marketing and	The results (N=162) indicate that LO is not

Dewar, & Soriano (2016)	collect data via email among 800 firms using PLS approach for hypotheses testing	learning orientation on organizational performance: A study of small to medium-sized enterprises in Cape Town, South Africa	Entrepreneurship, 18(1), 90-108	found to have a significant direct influence on organizational performance
Hussain, Shah, Rahman, & Khan (2018)	A survey questionnaire is used in this study using simple random sampling with lottery technique to collect data among 367 SMEs in the Sialkot City, Pakistan	Learning orientation and performance: The interaction effect of entrepreneurial orientation	Pakistan Business Review, 19(4), 960-977	The results of this study used simple linear regression (N=213) reveal that LO positively and significantly affect the organizational performance
Lestari, Ardianti, & Rachmawati (2018)	A questionnaire-based survey is used in this study to collect data from owners of SMEs in Batu City, Indonesia using PLS for data analysis	Firm performance model in small and medium enterprises (SMEs) based on learning orientation and innovation	International Conference on Green Agro-industry and Bioeconomy, IOP Conf. Series: Earth and Environmental Science, 131	The results (N=47) indicate that LO has a significant positive effect on firm performance
Motsepe & Fatoki (2017)	This study is a quantitative research design using a survey questionnaire with convenience and snowball sampling methods to collect data from 390 SMEs in Mpumalanga Province of South Africa	The relationship between learning orientation and the performance of small and medium enterprises in South Africa	Journal of Economics and Behavioral Studies, 9(3), 232-240	The results (N=181) of this study reveal that there is a significant positive relationship between LO and the performance of SMEs
Ma, Zhu, & Hou (2011)	SEM is used in this study with LISREL 8.70 to analyze data derived from manufacturing industry in Guangdong, China, using a survey questionnaire	Learning orientation, process innovation, and firm performance in manufacturing industry	Advances in Information Sciences and Service Sciences, 3(11), 357-364	The SEM results (N=534) reveal that the direct impact of LO on firm performance is not significant
Wolff, Pett, & Ring (2015)	A survey method is used in this	Small firm growth as a	International Journal of	The findings of this study

	study using AMOS software to analyze data derived from 700 small-sized manufacturing firms in a mid-western state, USA	function of both learning orientation and entrepreneurial orientation: An empirical analysis	Entrepreneurial Behavior & Research, 21(5), 709-730	(N=105) reveal that there is no significant relationship between LO and SME growth
Nybakk (2012)	EQS-SEM is used in this study to analyze data collected from firms in the wood industry in Norway using two different collection methods (email and postal surveys)	Learning orientation, innovativeness and financial performance in traditional manufacturing firms: A higher-order structural equation model	International Journal of Innovation Management, 16(5),	The results (N=241) reveal that there is no evidence of a direct impact of LO on financial performance
Suliyanto & Rahab (2012)	Convenience sampling method and SEM are used in this study to collect data from SMEs as well as to analyze the data	The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises	Asian Social Science, 8(1), 134-145	The results (N=150) of this study reveal that there is no positive effect of LO to business performance

Appendix B

Letter of Recommendation for Data Collection



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel.: 604-928 7101/7113/7130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
26 December 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Nifaosan Raden Ahmed (Matric No: 94991)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled **"Moderating Effect of Access to Finance on Entrepreneurial Orientation, Market Orientation, Learning Orientation and SMEs Performance"** under the supervision of Prof. Dr. Mohd Noor B Mohd Shariff.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,

ROZITA BINTI RAMLI
Assistant Registrar
for Dean

Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (94991)

Universiti Pengurusan Terkemuka
The Eminent Management University



(คำแปล)

ที่ UUM/OYAGSB/R-4/4/1

26 ธันวาคม 2559

เรื่อง ขอบความอนุเคราะห์ให้นิสิตเก็บข้อมูลเพื่อการวิจัย

เรียน เจ้าของกิจการ/ผู้จัดการ

มหาวิทยาลัย Universiti Utara Malaysia ขอรับรองว่า นายนิเฟาซาน ระเด่นอาหมัด เป็นนิสิตระดับปริญญาเอก สาขาการจัดการ คณะบริหารธุรกิจ ของมหาวิทยาลัย Universiti Utara Malaysia นิสิตผู้นี้กำลังทำวิทยานิพนธ์ เรื่อง อิทธิพลตัวแปรกำกับของการเข้าถึงทางการเงินที่มีผลต่อ การมุ่งเน้นความเป็นผู้ประกอบการ การมุ่งเน้นตลาด การมุ่งเน้นการเรียนรู้ และผลการดำเนินงานของกิจการวิสาหกิจขนาดกลางและขนาดย่อมในอุตสาหกรรมอัญมณีและเครื่องประดับในประเทศไทย โดยมีศาสตราจารย์ ดร. โมฮัมหมัด นูร์ โมฮัมหมัด ชารีฟ เป็นอาจารย์ที่ปรึกษาวิทยานิพนธ์

ในการนี้ จึงใคร่ขอความอนุเคราะห์จากท่านในการให้ความร่วมมือและช่วยเหลือแก่นิสิตเพื่อให้การทำวิทยานิพนธ์ดำเนินไปด้วยความเรียบร้อย ข้อมูลที่ได้รับจะถูกนำไปใช้เพื่อวัตถุประสงค์ทางวิชาการเท่านั้น

จึงเรียนมาเพื่อโปรดพิจารณาอนุเคราะห์ และขอขอบพระคุณเป็นอย่างสูงมา ณ โอกาสนี้

ขอแสดงความนับถือ

โรซิด้า บินติ รอมลี

ผู้ช่วยนายทะเบียน

ปฏิบัติงานแทนคณบดี

บัณฑิตวิทยาลัย Othman Yeop Abdullah

สำเนาส่ง - อาจารย์ที่ปรึกษา
- นิสิต

Appendix C
The Cover Letter

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

06010 UUM SINTOK

KEDAH DARUL AMAN

MALAYSIA



Dear Owner-Manager

REQUEST TO FILL OUT QUESTIONNAIRE

This questionnaire is designed to study SMEs performance in Gem and Jewellery Industry of Thailand. The information you provide will help us better understand performance of SMEs sector. Because you are the one who can give us a correct picture of how you experience your job, I hereby request you to respond to the questionnaire items frankly and honesty.

Your response will be kept *strictly confidential*. Only the researcher will have access to the information you give. In order to ensure the utmost privacy, do not write your name on any of this document. We have provided only an identification number for follow-up procedures. The number and the completed questionnaires will not be made available to anyone other than the researcher.

This questionnaire comprises two parts; statements of the factors (entrepreneurial orientation, market orientation, learning orientation, access to finance, and SMEs performance) and demographic information. Completing the questionnaire should not require more than 5 to 10 minutes. When you have completed the questionnaire, place it in envelope provided and seal it before returning to the researcher for processing.

Thank you very much for your time and cooperation. I greatly appreciate your help in furthering this research endeavor.

Respectfully

Nifaosan Raden Ahmad, PhD Candidate

E-mail: s94991@student.uum.edu.my

Tel: 08 6960 3806

Appendix D
The List of Experts

1) Haim Hilman Abdullah, Professor Dr.

Department of Business Management, School of Business Management,
College of Business, Universiti Utara Malaysia,
06010 UUM Sintok, Kedah Darul Aman,
MALAYSIA.

2) Norashidah Hashim, Associate Professor, Dr.

Department of Entrepreneurship, School of Business Management,
College of Business, Universiti Utara Malaysia,
06010 UUM Sintok, Kedah Darul Aman,
MALAYSIA.

3) Siriluck Thongpoon, Dr.

Hatyai Business School, Hatyai University,
125/502 Polpichai Rd. Hatyai Songkhla,
90110 THAILAND

4) Panatda Siriphanich, Dr.

Foreign Language Program, Faculty of Humanities and Social Sciences,
Songkhla Rajabhat University,
160, Moo 4, Tambon Khao-Roob-Chang, Muang District, Songkhla,
90000 THAILAND

Appendix E

The Content Validity Index (CVI) Assessment

Construct	Items of construct	Number of giving rating of 3 or 4	I-CVI	Interpretation
Entrepreneurial Orientation	EO-1	2	0.67	Fair
	EO-2	3	1.00	Excellent
	EO-3	3	1.00	Excellent
	EO-4	3	1.00	Excellent
	EO-5	3	1.00	Excellent
	EO-6	3	1.00	Excellent
	EO-7	3	1.00	Excellent
	EO-8	3	1.00	Excellent
	EO-9	3	1.00	Excellent
	EO-10	3	1.00	Excellent
	EO-11	3	1.00	Excellent
	EO-12	3	1.00	Excellent
	EO-13	3	1.00	Excellent
	EO-14	3	1.00	Excellent
Market Orientation	MO-15	3	1.00	Excellent
	MO-16	3	1.00	Excellent
	MO-17	3	1.00	Excellent
	MO-18	3	1.00	Excellent
	MO-19	3	1.00	Excellent
	MO-20	3	1.00	Excellent
	MO-21	2	0.67	Fair
	MO-22	3	1.00	Excellent

Construct	Items of construct	Number of giving rating of 3 or 4	I-CVI	Interpretation
Learning Orientation	MO-23	3	1.00	Excellent
	MO-24	3	1.00	Excellent
	MO-25	1	0.33	Eliminated
	MO-26	3	1.00	Excellent
	MO-27	3	1.00	Excellent
	MO-28	3	1.00	Excellent
	MO-29	3	1.00	Excellent
	LO-30	3	1.00	Excellent
	LO-31	3	1.00	Excellent
	LO-32	3	1.00	Excellent
	LO-33	3	1.00	Excellent
	LO-34	3	1.00	Excellent
	LO-35	3	1.00	Excellent
	LO-36	3	1.00	Excellent
	LO-37	3	1.00	Excellent
	LO-38	2	0.67	Fair
	LO-39	3	1.00	Excellent
	LO-40	3	1.00	Excellent
	LO-41	3	1.00	Excellent
Access to Finance	ATF-42	3	1.00	Excellent
	ATF-43	3	1.00	Excellent
	ATF-44	3	1.00	Excellent
	ATF-45	3	1.00	Excellent
	ATF-46	1	0.33	Eliminated

Construct	Items of construct	Number of giving rating of 3 or 4	I-CVI	Interpretation
SMEs Performance	PER-47	3	1.00	Excellent
	PER-48	3	1.00	Excellent
	PER-49	3	1.00	Excellent
	PER-50	3	1.00	Excellent
	PER-51	3	1.00	Excellent
	PER-52	3	1.00	Excellent
	PER-53	3	1.00	Excellent
	PER-54	3	1.00	Excellent
	PER-55	3	1.00	Excellent
	PER-56	3	1.00	Excellent
	PER-57	3	1.00	Excellent
	PER-58	3	1.00	Excellent
	PER-59	3	1.00	Excellent
	PER-60	3	1.00	Excellent
	PER-61	3	1.00	Excellent
	PER-62	3	1.00	Excellent
	PER-63	3	1.00	Excellent
	61 Items			S-CVI/Ave = 0.98
				S-CVI/UA = 0.95

Note. I-CVI = item-level content validity index, S-CVI/Ave = scale-level content validity index, averaging calculation method, S-CVI/UA = scale-level content validity index, universal agreement calculation method.

Appendix F

Survey Instruments in English Version

Explanation

Dear Owner/Manager

1. This questionnaire is part of the research for PhD thesis that designed to study strategic orientations and access to finance on SMEs performance of Gem and Jewellery Industry in Thailand. The information you provide will help us better understand the performance of SMEs sector.

2. Your participation in this research is completely voluntary. If you decide to participate in the research, you may stop participating at any time. The researcher will only collect data from participants who give permission for data collection.

3. Your responses will remain confidential and anonymous. Data from this research will be reported only as a collective combined total. No one other than the researcher will know your individual answers to this questionnaire.

4. This questionnaire is divided into 7 parts as following:

(1) Explanation

(2) Entrepreneurial Orientation

(3) Market Orientation

(4) Learning Orientation

(5) Access to Finance

(6) SMEs Performance

(7) Demographic Information

5. Completing the questionnaire should not require more than 5 to 10 minutes.

6. When you have completed the questionnaire, please return it in the enclosed envelope before March 31, 2017.

Thank you very much for your time and cooperation.

E-mail: s94991@student.uum.edu.my

How strongly do you agree or disagree with the following statements? Please tick (✓) the appropriate circle.

Entrepreneurial Orientation

1. We highly value new product ranges.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. When it comes to problem solving, we value creative new solutions more than solutions that rely on conventional wisdom.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. We consider ourselves as an innovative company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Our company is often the first to market with new products and services.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Competitors in this market recognize us as leaders in innovation.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. We encourage people in our company to take risks with new ideas.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. We value new strategies/plans even if we are not certain that they will always work.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To make effective changes to our offering, we are willing to accept at least a moderate level of risk of significant losses.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. We engage in risky investments (e.g. new employees, facilities, debt, and stock options) to stimulate future growth.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. We consistently look for new business opportunities.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Our marketing efforts try to lead customers, rather than respond to them.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. We work to find new businesses or markets to target.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. We incorporate solutions to unarticulated customer needs in our products and services.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. We continuously try to discover additional needs for our customers of which they are unaware.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Market Orientation

15. We frequently measure customer satisfaction.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Our business objectives are driven by customer satisfaction.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. We pay close attention to after-sales service.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. We closely monitor and assess our level of commitment in serving customers' needs.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Our business strategies are driven by the goal of increasing customer value.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Our competitive advantage is based on understanding customers' needs.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Top managements regularly discuss competitors' strengths and weaknesses.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. In our company, our sales people share information about competitor information.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. We respond promptly to competitive actions.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Customers are targeted when we have an opportunity for competitive advantage.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Business functions within are integrated to serve the target market needs.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Our managers understand how employees can contribute to value of customers.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Information about customers is freely communicated throughout our company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. We share resources with other business units.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Learning Orientation

29. Managers basically agree that our company's ability to learn new knowledge and/or skills is the key to our competitive advantage.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. The basic values of this company include learning as key to improvement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. The sense around here is that employee learning is an investment, not an expense.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. Learning in our company is seen as a key commodity necessary to guarantee organizational survival.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. There is a commonality of purpose in our company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. There is a total agreement on our organizational vision across all levels, functions, and divisions.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. All employees are committed to the goals of this company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Employees view themselves as partners in charting the direction of the company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. Personnel in this company realize that the very way they perceive the marketplace must be continually questioned.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. When confronting new strategic information, we are not afraid to reflect critically on the shared assumptions we have about our company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. We often collectively question our own biases about the way we interpret new strategic knowledge.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. We continually question perceptions we have made about our markets and customers.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Access to Finance

41. Our company is financed with personal money.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Our company is financed with funds generated from retained earnings.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Our company is financed with loans from friend and family.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Our company uses the trade credit facilities from suppliers to finance my business.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SMEs Performance

45. We reduce total cost of the company.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

46. We reduce unexpected losses.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

47. Our company increases sales growth rate.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. Our company increases return on assets.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49. Our company increases net profit margin.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

50. Our company satisfies the needs of various types of customers.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

51. Our company increases customer intention to purchase.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52. Our company increases customer satisfaction.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

53. We increase market share.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. We increase operating efficiency.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. We reduce customer complaint.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. We improve the ability to retain old customers.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. We improve the ability to confirm target customers.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. We improve employee's problem-solving ability.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Our company improves employee's service quality.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Our company improves employee's intention to learn.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Our company effectively promotes corporate culture.				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographic information

Please indicate your appropriate response by ticking (✓) in the box provided.

1. What is your gender?

☐ Male

- ☐ Female

2. What is your age?

- ☐ Under 30
☐ 31 – 40
☐ 41 – 50
☐ More than 50

3. What is your highest degree or level of school you have completed? *If currently enrolled, highest degree received.*

- ☐ Less than Bachelor degree
☐ Bachelor degree
☐ Graduate degree (Master/Doctorate)

4. What is your marital status?

- ☐ Single (Never Married)
☐ Married
☐ Separated
☐ Widowed
☐ Divorced

5. Which range of year have you worked in the current workplace?

- ☐ Less than 2 years
☐ 2 – 4 years
☐ 4 – 6 years
☐ 6 – 10 years
☐ More than 10 years

6. Number of full-time employees in your place of work?

- ☐ Less than 5 employees
☐ 6 – 20 employees
☐ 21 – 50 employees
☐ 51 – 200 employees

- ☐ Over 200 employees

7. How long has your workplace been established?

- ☐ 1 – 3 years
- ☐ 4 – 6 years
- ☐ 7 – 9 years
- ☐ 10 – 14 years
- ☐ 15 – 19 years
- ☐ Over 20 years

**** Thank you very much ****



UUM
Universiti Utara Malaysia

Appendix G

Survey Instruments in Thai Version

คำชี้แจง

เรียน เจ้าของกิจการ/ผู้จัดการ

1. แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของการทำภาคนิพนธ์ระดับปริญญาเอก สาขาการจัดการ คณะบริหารธุรกิจ Universiti Utara Malaysia ข้อมูลจากการสำรวจจะเป็นประโยชน์ต่อการทำความเข้าใจผลการดำเนินงานของวิสาหกิจขนาดกลางและขนาดย่อมในอุตสาหกรรมอัญมณีและเครื่องประดับในประเทศไทย

2. การให้ข้อมูลขึ้นอยู่กับความยินยอมของผู้ให้ข้อมูล ผู้เก็บข้อมูลจะเก็บข้อมูลจากผู้ที่ยินยอมให้ข้อมูลเท่านั้น

3. การใช้ข้อมูลเป็นการประมวลผลข้อมูลในภาพรวม ไม่ระบุว่าเป็นของวิสาหกิจหนึ่งวิสาหกิจใด โดยเฉพาะ ผู้ให้ข้อมูลสามารถให้คำตอบที่เป็นจริงได้โดยอิสระ ผู้วิจัยจะไม่เปิดเผยรายละเอียดส่วนตัวของผู้ให้ข้อมูล

4. แบบสอบถามนี้ แบ่งออกเป็น 7 ส่วนสำคัญ ดังนี้

(1) คำชี้แจง

(2) การมุ่งเน้นความเป็นผู้ประกอบการ

(3) การมุ่งเน้นตลาด

(4) การมุ่งเน้นการเรียนรู้

(5) การเข้าถึงทางการเงิน

(6) ผลการดำเนินงานของกิจการ

(7) ข้อมูลพื้นฐาน

5. การทำแบบสอบถามแต่ละชุดจะใช้เวลาประมาณ 5 - 10 นาที

6. เมื่อท่านตอบแบบสอบถามเสร็จเรียบร้อยแล้ว ขอความกรุณาช่วยบรรจุแบบสอบถามลงในซองจดหมายที่ได้แนบไว้เพื่อส่งกลับถึง นายนิเฟาซาน ระเด่นอาหมัด ภายในวันที่ 31 มีนาคม 2560

ผู้วิจัยขอขอบคุณที่ท่านได้สละเวลาให้ข้อมูลในการศึกษาครั้งนี้

นิเฟาซาน ระเด่นอาหมัด

E-mail: s94991@student.uum.edu.my

โปรดทำเครื่องหมาย (✓) ลงในวงกลมที่ตรงกับระดับความคิดเห็นของท่าน โดยพิจารณาว่าท่าน เห็นด้วยหรือไม่เห็นด้วยมากน้อยเพียงใดกับข้อความต่อไปนี้

การมุ่งเน้นความเป็นผู้ประกอบการ

1. เราให้ความสำคัญกับประเภทผลิตภัณฑ์ (product ranges) ใหม่ ๆ เป็นอย่างมาก

ไม่เห็นด้วย

ไม่เห็นด้วย

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เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

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2. เมื่อถึงคราวต้องแก้ปัญหา เราให้ความสำคัญกับแนวทางแก้ปัญหาสร้างสรรค์ใหม่มากกว่าแนวทางแก้ปัญหาที่อาศัยภูมิปัญญาแบบดั้งเดิม

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3. เรามองตนเองเป็นบริษัทที่สร้างสรรค์สิ่งใหม่ๆ

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4. บริษัทเรามากเป็นบริษัทแรกที่เสนอผลิตภัณฑ์และบริการใหม่ๆ

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5. คู่แข่งในตลาดนี้ยอมรับว่าเราเป็นผู้นำในการสร้างสรรค์สิ่งใหม่ๆ

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. เราสนับสนุนให้คนในบริษัทของเราเสี่ยงกับความคิดใหม่ๆ

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. เราให้ความสำคัญกับกลยุทธ์/แผนการใหม่ๆ แม้ว่าเราจะไม่แน่ใจนักก็ตามว่าจะใช้ได้ผลเสมอไป

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. ในการที่จะเปลี่ยนแปลงสิ่งที่เราเสนอขายได้อย่างมีประสิทธิภาพ เราเต็มใจที่จะยอมรับความเสี่ยงที่จะขาดทุนมากได้อย่างน้อยที่สุดในระดับปานกลาง

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. เราขอมลงทุนในสิ่งที่มีความเสี่ยง (อาทิ พนักงานใหม่ สถานประกอบการ หนี้สิน และการเลือกซื้อหุ้น) เพื่อกระตุ้นการเติบโตในอนาคต

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. เรามองหาโอกาสทางธุรกิจใหม่ๆเป็นประจำสม่ำเสมอ

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. ฝ่ายการตลาดของเราพยายามที่จะชี้นำลูกค้ามากกว่าตอบสนองความต้องการของลูกค้า

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อย่างยิ่ง

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12. เราขยันหาธุรกิจหรือตลาดใหม่ๆที่จะเป็นเป้าหมายต่อไป

ไม่เห็นด้วย

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เห็นด้วยอย่างยิ่ง

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13. เราตอบโต้ภัยสิ่งทีลูกค้าต้องการในผลิตภัณฑ์และบริการของเรา โดยลูกค้าไม่จำเป็นต้องระบุข้อออกมา

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เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

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14. เราพยายามอย่างต่อเนื่องที่จะค้นให้พบว่าลูกค้าของเรามีความต้องการใดเพิ่มเติมอีก โดยลูกค้าเองอาจยังไม่ตระหนักด้วยซ้ำว่าตนต้องการอะไร

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การมุ่งเน้นตลาด

15. เราวัดความพึงพอใจของลูกค้าอยู่บ่อยครั้ง

ไม่เห็นด้วย

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16. วัตถุประสงค์ทางธุรกิจของเรากำหนดโดยใช้ความพึงพอใจของลูกค้าเป็นเครื่องชี้นำ

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17. เราสนใจดูแลบริการหลังการขายอย่างใกล้ชิด

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อย่างยิ่ง

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18. เราติดตามอย่างใกล้ชิดและประเมินว่าเรามุ่งมั่นทุ่มเทที่จะตอบสนองความต้องการของลูกค้ามากน้อยเพียงใด

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19. กลยุทธ์ทางธุรกิจของเรากำหนดโดยใช้เป้าหมายในการเพิ่มคุณค่าที่ลูกค้าได้รับจากผลิตภัณฑ์และบริการ (customer value) เป็นเครื่องชี้นำ

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20. ข้อได้เปรียบที่ทำให้เราแข่งขันกับบริษัทอื่นได้อาศัยการเข้าใจความต้องการของลูกค้าเป็นหลัก

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อย่างยิ่ง

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21. ฝ่ายบริหารระดับสูงอภิปรายหารือกันเรื่องจุดแข็งและจุดอ่อนของคู่แข่งทางการค้าของเราเป็นประจำสม่ำเสมอ

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อย่างยิ่ง

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22. ในบริษัทของเรา พนักงานขายของเราแลกเปลี่ยนข้อมูลเกี่ยวกับคู่แข่งทางการค้ากัน

ไม่เห็นด้วย

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อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

23. เราตอบสนองการกระทำของคู่แข่งทางการค้าอย่างทันที่

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ปานกลาง

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อย่างยิ่ง

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24. เรามุ่งเป้าไปยังลูกค้าทันทีเมื่อเรามีโอกาสได้เปรียบในการแข่งขันทางการค้า

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

25. ตำแหน่งหน้าที่ทางธุรกิจภายในมีการประสานเป็นหนึ่งเดียวกันเพื่อตอบสนองความต้องการของตลาดเป้าหมาย

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

26. ผู้จัดการของเราเข้าใจว่าพนักงานสามารถอุทิศตนเพื่อให้ลูกค้าเกิดความคุ้มค่าได้อย่างไร

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

27. ข้อมูลเกี่ยวกับลูกค้ามีการสื่อสารกันได้อย่างเสรีทั่วทั้งบริษัท

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. เราแลกเปลี่ยนทรัพยากรที่มีกับหน่วยธุรกิจอื่น

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

การมุ่งเน้นการเรียนรู้

29. ผู้จัดการยอมรับโดยพื้นฐานว่าการที่บริษัทของเราสามารถเรียนรู้ความรู้และ/หรือทักษะใหม่ๆ ได้ เป็นข้อได้เปรียบหลักที่ทำให้เราแข่งขันกับคู่แข่งได้

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. ค่านิยมพื้นฐานของบริษัทนี้รวมเรื่องการเรียนรู้เข้าไปด้วย โดยถือเป็นหลักสำคัญที่จะทำให้เกิดการแก้ไขปรับปรุงให้ดียิ่งขึ้น

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. ผู้คนที่นี้ทั่วไปมีความรู้สึกว่าการเรียนรู้ถือเป็นการลงทุน ไม่ใช่เรื่องฟุ่มเฟือย

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. บริษัทของเรามองว่าการเรียนรู้เป็นสิ่งสำคัญหลักอันจำเป็นที่จะทำให้มั่นใจได้ว่าองค์กรจะอยู่รอด

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. มีวัตถุประสงค์ร่วมกันในบริษัทของเรา

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. มีความเห็นพ้องต้องกันอย่างสมบูรณ์เกี่ยวกับวิสัยทัศน์ขององค์กรในทุกระดับ ตำแหน่งหน้าที่ และแผนกต่างๆ

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. พนักงานทุกคนมีความมุ่งมั่นทุ่มเทเพื่อจะไปถึงเป้าหมายของบริษัทนี้

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. พนักงานมองว่าตนเองมีส่วนร่วมในการวางแผนทางของ บริษัท

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. บุคลากรในบริษัทนี้ตระหนักว่าต้องถามตัวเองว่าแนวทางที่ตนมองตลาดเป็นอย่างไรเป็นประจำสม่ำเสมอ

ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. เมื่อเผชิญหน้ากับข้อมูลเรื่องกลยุทธ์ใหม่ๆ เราไม่กลัวที่จะคิดทบทวนข้อสันนิษฐานที่เรามีร่วมกัน เกี่ยวกับบริษัทของเราด้วยความคิดวิเคราะห์วิจารณ์

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

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39. เรามักตั้งคำถามร่วมกันว่าเรามีอคติเกี่ยวกับวิธีที่ความรู้เชิงกลยุทธ์ใหม่ๆหรือไม่

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

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☐
☐

40. เรามักตั้งคำถามเป็นประจำสม่ำเสมอถึงมุมมองที่เรามองตลาดและลูกค้าของเรา

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐
☐
☐
☐
☐

การเข้าถึงทางการเงิน

41. บริษัทของเราได้รับเงินสนับสนุนจากเงินส่วนตัว

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐
☐
☐
☐
☐

42. บริษัทของเราได้รับเงินสนับสนุนจากเงินทุนที่เกิดขึ้นจากรายได้ที่เก็บเอาไว้

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐
☐
☐
☐
☐

43. บริษัทของเราได้รับเงินสนับสนุนจากเงินกู้จากเพื่อนและครอบครัว

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

44. บริษัทของเราใช้วงเงินสินเชื่อจากซัพพลายเออร์ที่สนับสนุนเงินให้ธุรกิจของฉัน

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

ผลการดำเนินงานของกิจการ

45. เรามีต้นทุนทั้งหมดของบริษัทลดลง

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

46. เราลดการขาดทุนที่เกิดขึ้นโดยมิได้คาดคิด

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

47. บริษัทของเราทำให้อัตราการเติบโตของการขายเพิ่มขึ้น

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

48. บริษัทของเรามีผลตอบแทนด้านสินทรัพย์เพิ่มขึ้น

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง

☐ ☐ ☐ ☐ ☐

49. บริษัทของเรามีอัตรากำไรสุทธิ (net profit margin) เพิ่มขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

50. บริษัทของเราตอบสนองความต้องการของลูกค้าหลากหลายประเภทได้

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

51. บริษัทของเราทำให้ลูกค้ามีความต้องการซื้อมากขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52. บริษัทของเราทำให้ลูกค้าพึงพอใจมากขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

53. เราทำให้ส่วนแบ่งทางการตลาดมีมากขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. เราทำให้ประสิทธิภาพการดำเนินงานสูงขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

55. เราลดการร้องเรียนจากลูกค้าให้น้อยลง

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. เราสามารถรักษาลูกค้าเก่าไว้ได้มากขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. เราสามารถยืนยันลูกค้าเป้าหมายได้ดียิ่งขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

58. เราปรับปรุงพนักงานให้สามารถแก้ไขปัญหาได้ดียิ่งขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

59. บริษัทของเราปรับปรุงพนักงานให้มีคุณภาพในการให้บริการได้ดียิ่งขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

60. บริษัทของเราปรับปรุงพนักงานให้มีความต้องการที่จะเรียนรู้มากยิ่งขึ้น

ไม่เห็นด้วย		ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
อย่างยิ่ง					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

61. บริษัทของเราสนับสนุนวัฒนธรรมองค์กรได้อย่างมีประสิทธิภาพ

ไม่เห็นด้วย

ไม่เห็นด้วย

ปานกลาง

เห็นด้วย

เห็นด้วยอย่างยิ่ง

อย่างยิ่ง



ข้อมูลพื้นฐาน

1. เพศ

- ☐ ชาย
- ☐ หญิง

2. อายุ

- ☐ ต่ำกว่า 30 ปี
- ☐ 31 – 40 ปี
- ☐ 41 – 50 ปี
- ☐ 50 ปี ขึ้นไป

3. ระดับการศึกษา (หากกำลังศึกษาอยู่ ให้ระบุระดับการศึกษาขั้นสูงสุดที่สำเร็จการศึกษา)

- ☐ ต่ำกว่าปริญญาตรี
- ☐ ปริญญาตรี
- ☐ สูงกว่าปริญญาตรี

4. สถานภาพการสมรส

- ☐ โสด (ไม่เคยแต่งงาน)
- ☐ สมรส
- ☐ แยกกันอยู่
- ☐ หม้าย
- ☐ หย่า

5. ระยะเวลาการปฏิบัติงานของท่านในสถานที่ทำงานปัจจุบัน

- ☐ ต่ำกว่า 2 ปี
- ☐ 2 – 4 ปี
- ☐ 4 – 6 ปี
- ☐ 6 – 10 ปี

☐ มากกว่า 10 ปี

6. จำนวนลูกจ้างประจำในกิจการของท่าน

☐ ต่ำกว่า 5 คน

☐ 6 – 20 คน

☐ 21 – 50 คน

☐ 51 – 200 คน

☐ มากกว่า 200 คน

7. อายุของกิจการของท่านตั้งแต่เริ่มก่อตั้ง

☐ 1 – 3 ปี

☐ 4 – 6 ปี

☐ 7 – 9 ปี

☐ 10 – 14 ปี

☐ 15 – 19 ปี

☐ มากกว่า 20 ปี




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**** ขอขอบคุณอย่างยิ่ง ****

Appendix H

Postcard Reminder for Data Collection


 **ไปรษณีย์ไทย**
THAILAND POST

ไปรษณียบัตร
POSTCARD



ชื่อและที่อยู่ผู้ฝาก
นิฟ้าซาน ระเด่นอาหมัด
7 ถ. หน้าวัง ต. จะบังติกอ
อ. เมือง จ. ปัตตานี
94000

ชื่อและที่อยู่ผู้รับ
ส่งถึง เจ้าของกิจการ/ผู้จัดการ
AKNAS GENUINE WATCHBANDS
AND TRADING CO., LTD.
223/3 ซ. รามคำแหง 21 ถ. รามคำแหง
แขวง วังทองหลาง เขต วังทองหลาง
กรุงเทพมหานคร 10310

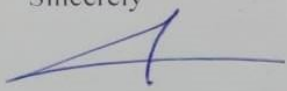
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Recently, a first copy of the questionnaire was mailed to you asking questions about your strategic orientations, access to finance, and firm performance.

The information you can provide will help the local SMEs, especially in Gem and Jewelry Industry in Thailand, deliver better performance in the future.

Please take a moment to complete and return the questionnaire, if you have already returned the questionnaire, your assistance is much appreciated.

Thank you for helping me with information about your firm.

Sincerely

Nifaosan Raden Ahmad
College of Business, UUM
s94991@student.uum.edu.my

Appendix I
An SPSS Codebook for the Data

Variable	SPSS Variable Name	Coding Instructions
Entrepreneurial Orientation	EO1–EO14	Enter agree rating 1–5
Market Orientation	MO15–MO28	Enter agree rating 1–5
Learning Orientation	LO29–LO40	Enter agree rating 1–5
Access to Finance	ATF41–ATF44	Enter agree rating 1–5
SMEs Performance	PER45–PER61	Enter agree rating 1–5
Gender	SEX	0 = Male 1 = Female
Age	AGE	1 = Under 30 2 = 31–40 3 = 41–50 4 = More than 50
Education	EDU	1 = Less than Bachelor 2 = Bachelor degree 3 = Graduate degree
Marital Status	MTS	1 = Single 2 = Married 3 = Separated 4 = Widowed 5 = Divorced
Work Experience	EXP	1 = Less than 2 years 2 = 2–4 years 3 = 4–6 years 4 = 6–10 years 5 = More than 10 years
Firm Size	EYEE	1 = Less than 5 employees

Variable	SPSS Variable Name	Coding Instructions
Firm Age	EST	2 = 6–20 employees
		3 = 21–50 employees
		4 = 51–200 employees
		5 = Over 200 employees
		1 = 1–3 years
		2 = 4–6 years
		3 = 7–9 years
		4 = 10–14 years
		5 = 15–19 years
		6 = Over 20 years



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Appendix J

Missing Values and Affected Items

Latent Variable	Item	Missing	Case
Entrepreneurial Orientation	EO7	1	109
	EO11	1	101
	EO12	1	89
	EO13	2	33, 101
	EO14	1	33
Market Orientation	MO15	3	33, 102, 117
	MO16	2	33, 117
	MO17	2	33, 117
	MO18	2	33, 117
	MO19	2	75, 117
	MO20	1	117
	MO21	1	117
	MO22	1	117
Learning Orientation	LO33	2	54, 109
	LO36	1	76
	LO37	2	81, 117
	LO40	2	81, 86
Access to Finance	ATF43	1	85
	ATF44	1	81
SMEs Performance	PER45	1	118
	PER46	1	118
	PER47	1	118
	PER48	1	118
	PER49	3	29, 85, 118
	PER50	1	118
	PER51	1	118

Latent Variable	Item	Missing	Case
	PER52	1	118
	PER53	1	85
	PER61	2	78, 100
Firm Size	EYEE	1	46
Firm Age	EST	1	46



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Appendix K

Non-Response Bias Results

Group Statistics for Early and Late Respondents

Variable	Group	N	Mean	Std. Deviation	Std. Error Mean
EO	Early Respondents	37	3.5579	.44123	.07254
	Late Respondents	81	3.5326	.49142	.05460
MO	Early Respondents	37	3.7683	.37737	.06204
	Late Respondents	81	3.6552	.55716	.06191
LO	Early Respondents	37	3.7748	.45680	.07510
	Late Respondents	81	3.6770	.49184	.05465
ATF	Early Respondents	37	2.9797	.65717	.10804
	Late Respondents	81	3.0278	.66026	.07336
PER	Early Respondents	37	3.7313	.46536	.07650
	Late Respondents	81	3.5940	.56396	.06266

Note. EO = Entrepreneurial Orientation; MO = Market Orientation; LO = Learning Orientation; ATF = Access to Finance; PER = SMEs Performance.

Independent Samples Tests for Equality of Means

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower Upper
EO	Equal variance assumed	.260	.611	.267	116	.790	.02529	.09453	-.16194	.21252
	Equal variance not assumed			.279	77.201	.781	.02529	.09079	-.15549	.20607
MO	Equal variance assumed	3.255	.074	1.122	116	.264	.11314	.10084	-.08660	.31287
	Equal variance not assumed			1.291	99.150	.200	.11314	.08764	-.06076	.28704
LO	Equal variance assumed	.003	.958	1.024	116	.308	.09782	.09549	-.09131	.28695
	Equal variance not assumed			1.053	74.786	.296	.09782	.09288	-.08721	.28285
ATF	Equal variance assumed	.275	.601	-.367	116	.714	-.04805	.13082	-.30716	.21106

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
								Lower	Upper
	Equal variance not assumed			-.368	70.142	.714	-.04805	.13059	-.30849 .21240
PER	Equal variance assumed	.645	.423	1.292	116	.199	.13727	.10622	-.07310 .34765
	Equal variance not assumed			1.388	83.577	.169	.13727	.09889	-.05940 .33394

Note. EO = Entrepreneurial Orientation; MO = Market Orientation; LO = Learning Orientation; ATF = Access to Finance; PER = SMEs Performance.

Appendix L

Skewness and Kurtosis

			Statistic	Std. Error
Unstandardized Residual	Mean		0E-7	.03254546
	95% Confidence Interval for Mean	Lower Bound	-.0644546	
		Upper Bound	.0644546	
	5% Trimmed Mean		.0071363	
	Median		-.0247961	
	Variance		.125	
	Std. Deviation		.35353424	
	Minimum		-1.46830	
	Maximum		1.15845	
	Range		2.62676	
	Interquartile Range		.43574	
	Skewness		-.433	.223
	Kurtosis		2.670	.442
Standardized Residual	Mean		0E-7	.09047015
	95% Confidence Interval for Mean	Lower Bound	-.1791714	
		Upper Bound	.1791714	
	5% Trimmed Mean		.0198376	
	Median		-.0689284	
	Variance		.966	
	Std. Deviation		.98275733	
	Minimum		-4.08160	

	Statistic	Std. Error
Maximum	3.22028	
Range	7.30188	
Interquartile Range	1.21126	
Skewness	-.433	.223
Kurtosis	2.670	.442



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Appendix M

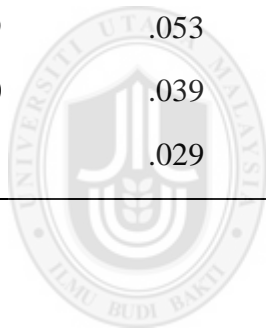
Harman's Single-Factor Test

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.686	28.993	28.993	17.686	28.993	28.993
2	3.877	6.356	35.349			
3	2.808	4.604	39.953			
4	2.337	3.832	43.785			
5	2.116	3.469	47.253			
6	2.053	3.366	50.619			
7	1.796	2.943	53.562			
8	1.640	2.688	56.250			
9	1.604	2.629	58.879			
10	1.479	2.425	61.304			
11	1.387	2.274	63.578			
12	1.305	2.140	65.718			
13	1.189	1.949	67.667			
14	1.110	1.820	69.487			
15	.998	1.636	71.123			
16	.982	1.609	72.733			
17	.929	1.523	74.256			
18	.906	1.486	75.741			
19	.858	1.406	77.148			
20	.842	1.381	78.529			
21	.779	1.278	79.806			
22	.757	1.240	81.047			
23	.694	1.138	82.184			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
24	.686	1.125	83.310			
25	.658	1.079	84.389			
26	.608	.997	85.386			
27	.583	.955	86.341			
28	.550	.902	87.242			
29	.532	.872	88.115			
30	.490	.803	88.917			
31	.457	.749	89.667			
32	.433	.710	90.376			
33	.422	.691	91.068			
34	.399	.654	91.722			
35	.381	.625	92.347			
36	.366	.600	92.947			
37	.355	.583	93.530			
38	.336	.550	94.080			
39	.328	.537	94.617			
40	.284	.466	95.083			
41	.279	.457	95.540			
42	.266	.436	95.977			
43	.257	.422	96.398			
44	.232	.381	96.779			
45	.214	.352	97.131			
46	.189	.310	97.441			
47	.183	.300	97.741			
48	.158	.259	98.000			
49	.154	.253	98.253			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
50	.147	.241	98.494			
51	.124	.203	98.697			
52	.118	.193	98.889			
53	.114	.186	99.076			
54	.106	.174	99.250			
55	.103	.168	99.418			
56	.094	.154	99.572			
57	.082	.134	99.706			
58	.058	.094	99.800			
59	.053	.087	99.887			
60	.039	.065	99.952			
61	.029	.048	100.00			



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Appendix N

Demographic Profile of Respondents

Demographic Variable	Item	Frequency	Percentage
Gender	Male	49	41.5
	Female	68	57.6
	Refused to Respond	1	.8
Age	Less than 30 years	28	23.7
	31-40 years	49	41.5
	41-50 years	25	21.2
	More than 50 years	16	13.6
Education	Less than Bachelor's Degree	16	13.6
	Bachelor's Degree	78	66.1
	Graduate Degree	22	18.6
	Refused to Respond	2	1.7
Marital Status	Single	59	50.0
	Married	53	44.9
	Separated	4	3.4
	Divorced	2	1.7
Years of Work Experience	Less than 2 years	10	8.5
	2-4 years	26	22.0
	4-6 years	12	10.2
	6-10 years	18	15.3
	More than 10 years	52	44.1
Number of Employees	Less than 5 employees	16	13.6
	6-20 employees	51	43.2
	21-50 employees	32	27.1
	51-200 employees	18	15.3
	Refused to Respond	1	.8

Demographic Variable	Item	Frequency	Percentage
Firm Age	1-3 years	7	5.9
	4-6 years	4	3.4
	7-9 years	7	5.9
	10-14 years	23	19.5
	15-19 years	22	18.6
	Over 20 years	54	45.8
	Refused to Respond	1	.8



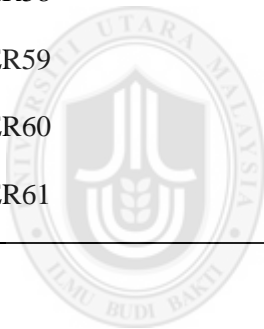
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Appendix O
Outer Loadings

	Before Item Deletion					After Item Deletion				
	ATF	EO	LO	MO	PER	ATF	EO	LO	MO	PER
ATF41	0.637					0.647				
ATF42	0.834					0.766				
ATF43	-0.108									
ATF44	0.293					0.532				
EO1		0.475								
EO10		0.693					0.756			
EO11		0.539								
EO12		0.691					0.778			
EO13		0.507								
EO14		0.632					0.742			
EO2		0.526								
EO3		0.695					0.706			
EO4		0.467								
EO5		0.584								
EO6		0.678					0.702			
EO7		0.365								
EO8		0.429								
EO9		0.522								
LO29			0.647					0.717		
LO30			0.718					0.810		
LO31			0.467							
LO32			0.646					0.667		
LO33			0.647					0.668		

	Before Item Deletion					After Item Deletion				
	ATF	EO	LO	MO	PER	ATF	EO	LO	MO	PER
LO34			0.724					0.739		
LO35			0.695					0.691		
LO36			0.558							
LO37			0.583							
LO38			0.700					0.653		
LO39			0.500							
LO40			0.600							
MO15				0.741					0.826	
MO16				0.705					0.836	
MO17				0.786					0.831	
MO18				0.756					0.827	
MO19				0.726					0.765	
MO20				0.570						
MO21				0.628						
MO22				0.414						
MO23				0.670						
MO24				0.600						
MO25				0.672						
MO26				0.504						
MO27				0.314						
MO28				0.403						
PER45					0.297					
PER46					0.396					
PER47					0.737					0.723
PER48					0.561					

Before Item Deletion					After Item Deletion				
ATF	EO	LO	MO	PER	ATF	EO	LO	MO	PER
PER49				0.616					
PER50				0.702					0.731
PER51				0.782					0.801
PER52				0.805					0.816
PER53				0.665					
PER54				0.772					0.782
PER55				0.501					
PER56				0.836					0.838
PER57				0.763					0.778
PER58				0.786					0.800
PER59				0.770					0.787
PER60				0.752					0.766
PER61				0.631					



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Appendix P
Interaction Plots

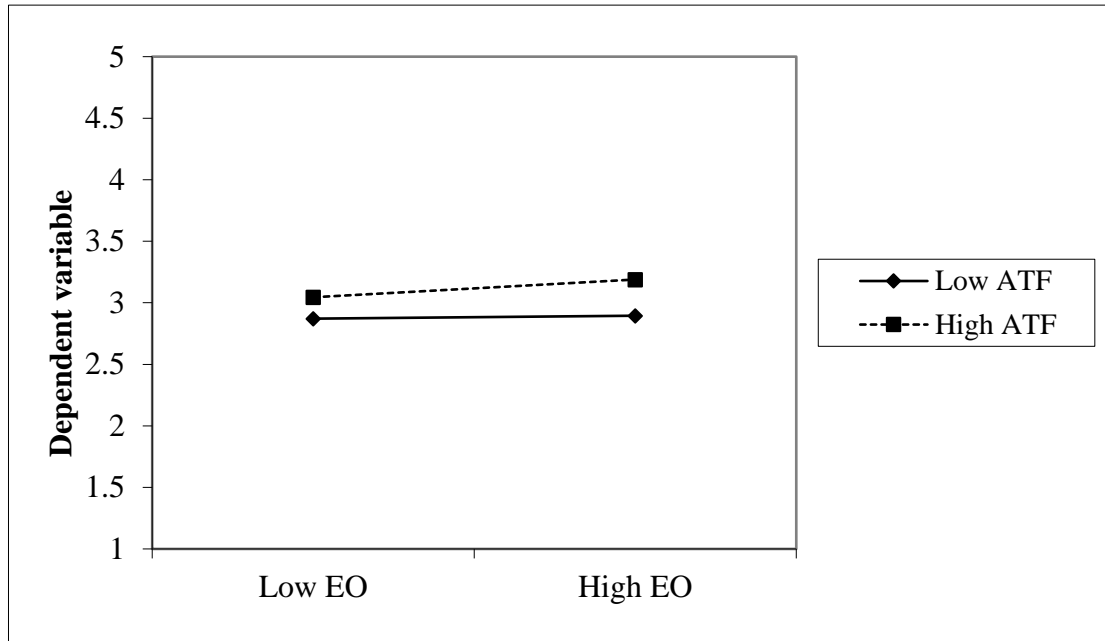


Figure N1. Plot Interaction EO*ATF.

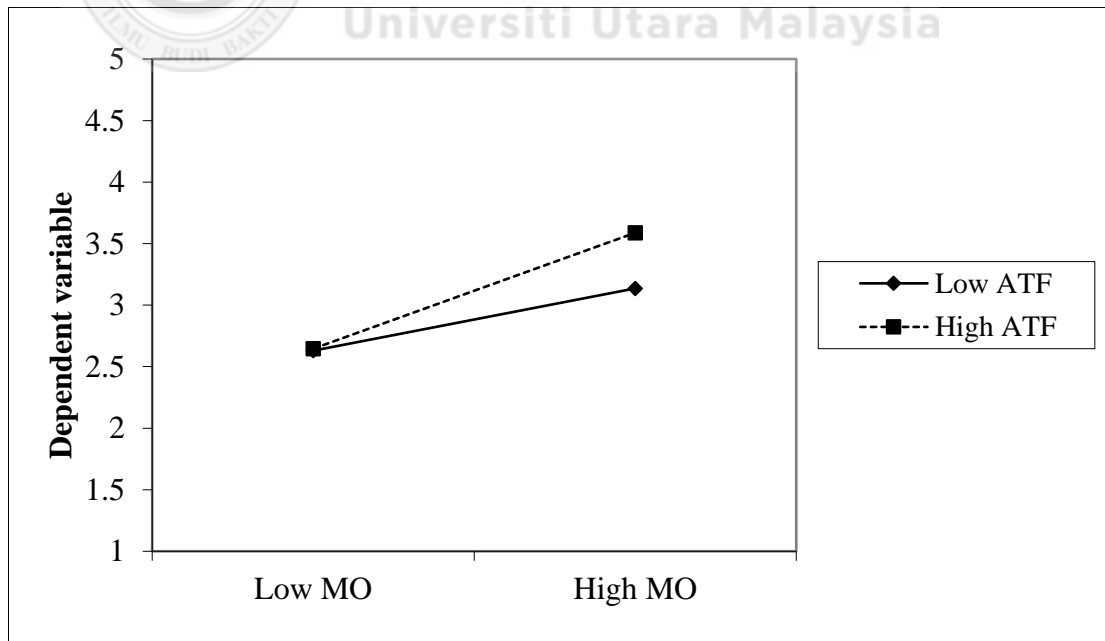


Figure N2. Plot Interaction MO*ATF.

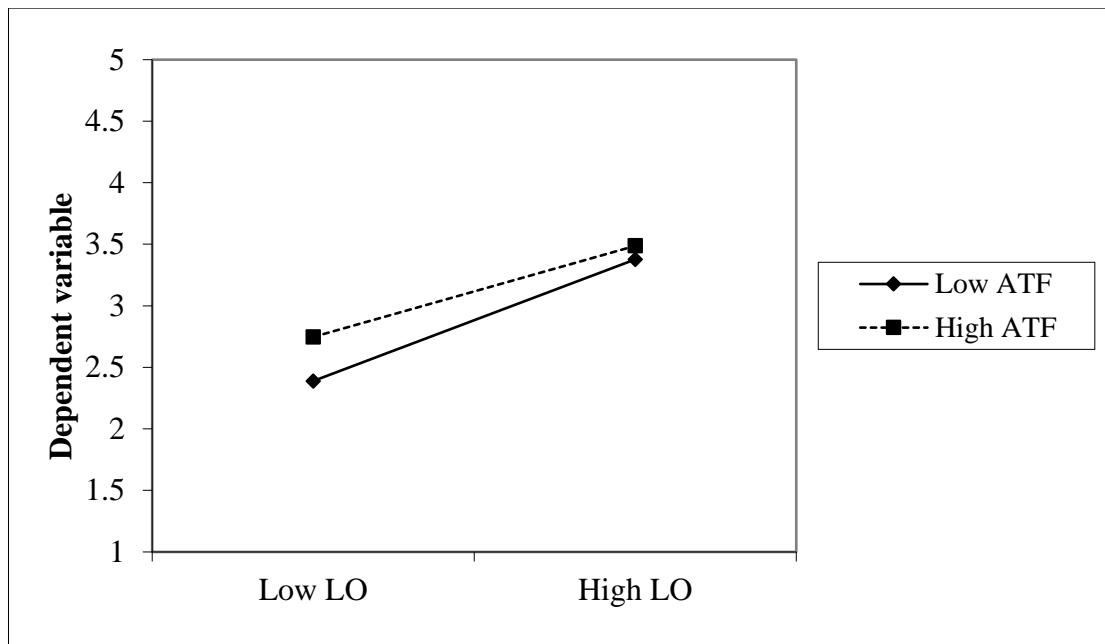


Figure N3. Plot Interaction LO*ATF.

